



**DEPARTMENT OF THE ARMY  
PACIFIC OCEAN DIVISION, CORPS OF ENGINEERS  
FORT SHAFTER, HAWAII 96858-5440**

REPLY TO  
ATTENTION OF

CEPOD-HR (672)

15 April 2002

**COMMANDER'S POLICY MEMORANDUM #5, REVISED**

**Subject: Performance Awards (PA)**

1. Reference. Chapter 5, Army Regulation 672-20 (Incentive Awards), 1 June 1993.
2. Purpose. To establish procedures for evaluating the performance and determining performance awards of civilians within the Pacific Ocean Division who are senior rated by the Division Commander.
3. Applicability. This procedure applies to senior civilians rated or senior rated by the Division Commander, Pacific Ocean Division Division.
4. Policy. This policy institutes a Three Tier process. Employees whose accomplishments are at the very highest level will be considered at Tier One and will receive a significant monetary award (or Quality Step Increase at the discretion of the Division Commander); employees whose accomplishments are significant, but not at the level of Tier One will be considered at Tier Two and will receive a monetary award of a lesser amount; and employees in Tier Three will receive no cash performance award. In addition, the amount of the performance award within each tier is not prescribed and amounts may vary with each Tier.
  - a. Since the implementation of TAPES in the Department of the Army, the trend across the Army and the Corps is increased numbers of Level 1 ratings and a high percentage of the workforce receiving cash performance awards. The intent of this policy is to differentiate between levels of performance even in cases where Level 1 performance ratings are granted.
  - b. Performance awards are discretionary on the part of the approving official. The Army Regulation states, in part: "Employees with Exceptional, Highly Successful or Fully Successful ratings of record for the most recent rating period may receive this (performance) award." It goes on to state that employees will not be nominated automatically for a performance award based on their rating. Performance awards should be used both to reward past performance and as an incentive to stimulate future high-level performance of the awardees and their peers.
  - c. All raters and awards approving officials in the Division Office and POD District Commanders will consider this philosophy that differentiates for the highest levels of performance through cash performance awards. Awards approving officials are responsible for assuring that decisions on awards are based on merit and equal opportunity principles.

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d. The Division Office and the districts will budget for awards budget based on 2% of salaries for all employees within each organization.

e. In the Division office, the SES Directors have final approval authority for performance awards within their directorates and the Deputy Commander has final approval authority for performance awards in all staff offices that report to the Deputy. Awards approving officials will also be Senior Raters for employees under their jurisdiction, i.e. Division Commander, Deputy Division Commander/Chief of Staff, and Directors of MM and CWT.

**5. Procedure.**

a. For employees for which the Division Commander is the senior rater, the rating official at the district or division will forward completed performance appraisals and support forms to the Division's Program Manager, Diane Lau, who will collect the ratings as they arrive. Rating officials may recommend especially deserving members for a Quality Step Increase (QSI) in lieu of a cash performance award. As with all performance awards covered by this procedure, the granting of a QSI is at the discretion of the Division Commander.

b. The rating period is 1 October through 30 September. Unless an early cutoff is necessary for raters departing before the end of the rating period, completed appraisals and other requested information should be forwarded to reach CEPOD-DE not later than 1 November. Early appraisals should be forwarded to CEPOD-DE when they are completed, but in all cases not later than 1 November.

c. The budgeted amount for the pool from which awards will be determined will be calculated based on 2% of each employee's base pay. The range of performance awards that may be given to an individual employee is 0-10% of an employee's pay.

d. Each rating official will provide a ranking of all members rated. A performance review and awards panel (POD Senior Civilian Performance Board) will review the appraisals and provide recommendations to the Division Commander on the ratings for awards. The appraisals and the rankings provided by the rating officials will be used to develop recommendations on performance awards, to include the amount of monetary awards. The rated employees will be grouped into three tiers, with awards being granted according to the tier into which the member is placed. The amount of the performance award within each tier is not prescribed and amounts may vary within each tier. The recommendations for ratings and awards will be presented to the Division Commander for consideration, action, and approval as appropriate. The POD Senior Civilian Performance Board will be comprised of the following:

Deputy Commander/Chief of Staff, POD  
Director of Civil Works and Technical Directorate, POD  
Director of Military and Management Directorate, POD

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e. The appraisals and awards decisions by the Division Commander will be returned to the rating official for processing.

6. Criteria. Tier groupings will be based on an individual's organizational contributions to mission accomplishment and personal accomplishments.

a. The criteria for establishing performance awards should reflect the employee's willingness to work regionally and effectively pursues the organization's objectives. The employee should aggressively pursue the "Corps Vision," the POD Strategic Goals, and the POD Campaign Plan. We do this by creating a learning organization that is constantly learning from its experiences of what works and what does not work.


b. The employee should exercise a philosophy that seeks to delight our customers.

c. The employee should aggressively work to optimize our organization and examine the best business choices for the customer while optimizing our talents.

d. The employee should stress building the regional team over stovepipe or traditional internally focused organizations.

7. Decisions on the granting of performance awards are not grievable as set forth in the DoD Administrative Grievance System (AGS), DoD 1400.25-M, dated Dec 96.

8. Point of Contact. Division Program Manager: Diane Lau (808) 438-8483.

  
RONALD L JOHNSON  
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